

# Handbook for Academic Partnerships: Strategy, Guidance and Procedures

Faculty of Humanities



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# 1. Introduction

## 1.1 Purpose of Handbook for Academic Partnerships

The Faculty of Humanities values the establishment of high-quality academic partnerships that clearly support the Faculty Strategic Plan. Academic partnerships can create routes for international research collaborations, provide enhanced student experiences through exchanges, assist in internationalising the curriculum, bolster research developments and funding opportunities, and ultimately enhance our international position as a leading institution in the Humanities. A key objective of the current Strategic Plan is to strengthen the international character of our education by diversifying types of mobility and seeking out the most compatible international partners to do so.<sup>1</sup> The Handbook for Academic Partnerships is a guide to reaching this objective.

Academic partnerships are formal arrangements in which two or more institutions or organisations work together to provide teaching, supervision, support and/or facilities for students as a formal element of a degree or study programme. This handbook outlines the processes and procedures required to set up and operate successful academic partnerships that focus on education-related activities. It covers the following types of partnerships: Memoranda of Understanding (MoUs); student exchanges/study abroad programmes; staff exchanges; international credit mobility; double/multiple degrees; dual degrees; joint degrees; cooperation partnerships; and other Erasmus+ activities.

## 1.2 Principles of Partnership Development

This handbook provides a framework for academic partnership evaluation, governance and risk management that will enable colleagues to focus efforts on the most valuable academic partnerships. The Faculty of Humanities will only consider partnerships with other institutions which:

- a) clearly support the strategic developments and ambitions of the Faculty of Humanities, its research institutes and/or individual study programmes;
- b) have the academic standing to deliver collaborative programmes to appropriate academic standards (where relevant); the human, physical and financial standing to sustain them; and the legal standing to contract their delivery;
- c) enable the Faculty of Humanities to meet its responsibilities for the quality and standards of its qualifications;
- d) have no business and/or ethical interests or links that might pose a reputational risk to the Faculty of Humanities;
- e) are able to enter into a written and legally binding agreement or contract setting out the details of the collaboration and the rights and obligations of the parties, signed by the Faculty Board<sup>2</sup> of both the Faculty of Humanities and the partner institution.

## 1.3 Additional Information and Resources

Information, contact details and example agreements relating to academic partnerships is available [Creating a partnership agreement - Leiden University \(universiteitleiden.nl\)](https://www.universiteitleiden.nl/en/academic-partnerships/creating-a-partnership-agreement).

The Humanities International Office has access to the Mobility Management Database (MobMan), which includes all partnership agreements involving educational activities.

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<sup>1</sup> Faculty of Humanities, Leiden University (2022). *Faculty Strategic Plan 2022-2027*, p.27

<sup>2</sup> Unless mandated otherwise.

## 2. Types of Academic Partnerships

The following table provides a summary of the different types of academic partnerships at the Faculty of Humanities.

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<b>Memorandum of Understanding (MoU)</b>	<p>A statement of intent to work with another party. It is designed to enable the Faculty/institute/study programme and another institution to agree to promote cooperation, discussion and other forms of engagement, without establishing a formal relationship between them. An MoU is often a precursor to the negotiation of a more detailed partnership agreement (see Chapter 7 for an example)</p>
	<p>An MoU will generally cover the following points:</p> <ul style="list-style-type: none"><li>▪ which parties will collaborate</li><li>▪ areas of potential collaboration</li><li>▪ rules about intellectual property (when applicable)</li></ul>
<b>Erasmus+ inter-institutional agreement</b>	<p>Erasmus+ inter-institutional agreements include BA/MA student, PhD and staff exchanges. It concerns bilateral agreements with institutions located in EU Member States plus North Macedonia, Iceland, Liechtenstein, Norway, Serbia and Turkey (also known as “programme countries”). Scholarships are available for both teaching staff and students.</p>
	<p>Under such an agreement, individual students at the Faculty of Humanities can accrue a maximum of 30 ECTS per semester at a partner institution. Reciprocal arrangements for partner institution students to study at the Faculty of Humanities are also in place. For outgoing students under such an agreement, the Faculty of Humanities agrees to recognise and grant credit for those courses undertaken at the partner institution, provided the student received approval for the selected courses of the Board of Examiners prior to the start of the study abroad period.</p>
	<p>Staff exchange is less common, but may be used for <a href="#">teaching assignments</a> or <a href="#">training</a> at the partner institution (and vice versa).</p>
	<p>Erasmus+ inter-institutional agreements can exist at university, faculty, institute and study programme levels. Agreements at faculty and study programme level are managed by the Humanities International Office.</p>
<b>Erasmus+ International Credit Mobility</b>	<p>The Erasmus+ programme International Credit Mobility (ICM) enables BA/MA student, PhD and staff exchange between European universities and universities outside the European Union by means of individual scholarships and travel allowances.</p>
	<p>The overall goal of the programme is to improve the knowledge, competences, sector-specific and personal skills of students and staff members through international exchange projects. The</p>

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	<p>programme is ideal for exploring new partnerships for exchange with universities outside Europe and for enabling student and/or staff exchange in regions where financial limitations normally restrict exchange possibilities. The ICM programme is also a tool to consolidate existing academic ties with partners outside Europe.</p> <p>The application procedure is managed by subsidy advisors at the university-wide International Relations (IR) department of Student and Educational Affairs (SEA). More information about the procedure can be found on the <a href="#">IR website</a>.</p>
<p><b>Other Exchange and Study Abroad Programmes</b></p>	<p>Student exchange is also possible without participation in the Erasmus+ programme. The faculty/study programme may enter into an exchange agreement with a partner institution under the premise that students will pay their regular tuition and fees to the home university. No further tuition costs will be charged by the host university for regular academic courses. These bilateral agreements are often set up with partner institutions outside the European Union.</p> <p>If the university abroad is unable to set up an exchange agreement (for example due to an imbalance of incoming and outgoing students), setting up a study abroad programme can be explored. In this case, the Faculty of Humanities will pay the host university a flat Study Abroad Programme fee per student. Such an arrangement is usually made for study programmes with a standard study abroad component focused on language acquisition.</p> <p>Bilateral exchange agreements and study abroad programmes on Faculty level are managed by the Humanities International Office.</p>
<p><b>Dual degree</b></p>	<p>Two degrees awarded individually, following the successful completion of two separate curricula, with potential overlap and efficiencies in course-taking, and if more than one institution is involved, each institution is primarily responsible for its own degree.</p>
<p><b>Double/multiple degree</b></p>	<p>Two or more degrees awarded by higher education institutions offering a joint programme following the successful completion of this programme.</p>
<p><b>Joint degree</b></p>	<p>A single degree, awarded by higher education institutions offering a joint programme, that is nationally acknowledged as the recognised award of the joint programme.</p> <p>Those interested in setting up a joint master degree can apply for the <a href="#">Erasmus Mundus Joint Master Degrees</a> (EMJM) grant. Erasmus Mundus Joint Masters are high-level and integrated study programmes at master level. They are designed and delivered by an international partnership of higher education institutions. An EMJM involves at least three universities from</p>

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three different countries, of which at least two must be European Union Member States. Erasmus+ provides funding for both running these programmes and offering competitive scholarships to the best students worldwide. Note that Erasmus+ funding must *always* be matched and the programme must be self-sufficient once the funding period is over.

In the preparatory stage of setting up a joint master degree, funding for its development can be requested under the [Erasmus Mundus Design Measures](#) (EMDM) scheme. There is no obligation to implement an EMDM before an EMJM. The award of an EMDM does not imply automatic funding under EMJM, and the completion of an EMDM project is not a criterion for the award of an EMJM.

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### Erasmus + Cooperation Partnerships

The primary goal of [Erasmus+ Cooperation Partnerships](#) is to allow organisations to increase the quality and relevance of their activities, to develop and reinforce their networks of partners, to increase their capacity to operate jointly at a transnational level, thereby boosting internationalisation, the exchange and development of new practices and methods, as well as sharing and confronting ideas generally. They aim to support the development, transfer and implementation of innovative practices, as well as the implementation of joint initiatives promoting cooperation, peer learning and exchanges of experience at the European level. Results should be re-usable, transferable, up-scalable and, if possible, have a strong transdisciplinary dimension.

The Faculty of Humanities currently has one Cooperation Partnership: *Awareness of Students' Skills: an Employability Toolkit for the Humanities* (ASSET-H, see [website](#))

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### Other Erasmus+ activities

Erasmus+ offers other funding opportunities for international collaboration. These are laid out in the [Erasmus+ Programme Guide](#). Other notable partnership opportunities include:

- [Virtual Exchange projects](#) that focus on online people-to-people activities that promote intercultural dialogue and soft skills development. They enable every young person to access high-quality international and cross-cultural education without physical mobility. Proposals must be submitted by a consortium of at least four organisations.
- [Alliances for Innovation](#) that can be awarded if you wish to establish a partnership between European higher education institutions and private enterprises. Your goal must be to connect education more closely to the job market, with an emphasis on creativity, innovation and entrepreneurship.
- [Capacity Building in higher education](#) that support international cooperation projects based on multilateral partnerships between organisations active in the field of

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higher education. They aim to support the relevance, quality, modernisation and accessibility of higher education in countries outside of the European Union as a driver of sustainable socio-economic development.

- [Blended Intensive Programmes \(BIPs\)](#) are short, intensive programmes that use innovative ways of learning and teaching, including the use of online cooperation. During these blended intensive programmes, groups of students or staff undertake a short-term physical mobility abroad combined with a compulsory virtual component facilitating collaborative online learning exchange and teamwork. Proposals must be submitted by a consortium of at least three participating universities.
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### 3. Roles, Responsibilities and Governance

#### 3.1 Governance Structure

Unless specified otherwise, most academic partnership approvals must follow a three-stage process. Further information on each of the stages can be found in Chapter 4.

- i. Stage 1 – Programme Board / Institute Approval
- ii. Stage 2 – Strategy Approval
- iii. Stage 3 – Faculty Board Approval

Once stages 1-3 are completed, the agreement can be drafted and signed by both parties. If an academic partnership involves a new study programme (e.g. joint degree), the approval must be sought separately as per the '[new degree programme procedure](#)'.

#### 3.2 Policy, Advice and Strategy Department

The Policy, Advice and Strategy Department (*Beleid, Advies en Strategie* – BAS) is responsible for the internationalisation policy for the Faculty of Humanities. Staff members can contact the policy advisor for Internationalisation on questions related to setting up learning mobility and the development of academic partnerships involving education-related activities. The policy advisor plays an important advisory role in the approval procedure for academic partnerships. Contact details can be found on the [Department website](#).

#### 3.3 Humanities International Office

The Humanities International Office (HIO) is responsible for the coordination of the exchange and study abroad programmes of the Faculty of Humanities and helps exchange students with information and advice regarding all practical and academic matters. The coordinators also manage certain scholarships for incoming and outgoing students. HIO does not concern itself with degree-seeking students. HIO also supports staff exchange in the Erasmus+ programme. Relevant contacts details are:

- [studyabroad@hum.leidenuniv.nl](mailto:studyabroad@hum.leidenuniv.nl) (for outgoing mobility)
- [exchange@hum.leidenuniv.nl](mailto:exchange@hum.leidenuniv.nl) (for incoming mobility)

#### 3.4 International Relations Department

The university-wide International Relations Department of Student and Educational Affairs (SEA) is responsible for the admission and support of international exchange students coming to Leiden and The Hague, as well as advising Leiden University students who want to study abroad. The department's other duties include managing international exchange and cooperation agreements, plus advising faculties on matters of international collaboration and EU educational subsidies. Contact details are available on the [Department website](#).

## 4. How to Establish a New Academic Partnership

### 4.1 First steps

To set up a new academic partnership, staff members must first consider what type of partnership they are looking to develop as this will have an impact on the approval process. It is important to consider that international collaboration is more likely to succeed if the partner has previous experience with internationalisation activities, or if there are existing (informal) relationships with staff members at the prospective partner institution.

Sufficient lead time should be scheduled for the development and approval of proposed new partnerships. Whilst efforts can be made to expedite matters, staff members should be aware that, depending on the nature of the agreement and the approval process, it can take time to do due diligence, especially for financial and quality assurance arrangements. As a rule, **the approval process at Faculty level takes 2-4 months**. This is especially relevant to those seeking funding through Erasmus+ since these funding schemes operate under strict deadlines. Partnership requests that fail to comply with this timeline will not be considered.

### 4.2 Completion of the Academic Partnership Form (APF)

The main form used for all academic partnerships in development is an Academic Partnership Form (APF). This form is considered for both strategical approval and Faculty Board approval. It may also be used to draft the agreement and therefore staff members should ensure that they fill it in as fully and accurately as possible.

The APF template is found in Chapter 7 (Appendices) of this handbook. Depending on the type of partnership, different considerations must be taken into account. Further advice on completion of an APF is available by contacting the policy advisor Internationalisation or the Humanities International Office (for student and staff exchange agreements).

### 4.3 Stage 1 – Programme Board / Institute Approval

The first stage in the approval process is for the academic partnership to be considered by the relevant study programme or institute. Approval by a Programme Board is applicable when setting up a new student exchange agreement or seeking to start a joint programme. In considering a proposal, the Programme Board should look into a reciprocal balance between incoming and outgoing students (i.e. student demand), adequate (English-taught) course availability, quality of education, and the academic standing of the prospective partner.

Approval by the management team (MT) of the relevant institute is applicable when setting up a new staff exchange, or when considering other forms of international cooperation, specifically when European Union funding is involved. In considering a proposal, the MT assesses relevance to its strategic development, its ability to commit appropriate resources (if necessary), and the overall benefits of the proposal to the institute.

If, following initial consideration, the proposal appears positive and valuable, then an APF will need to be completed and submitted for Strategic Approval (Stage 2) to the policy advisor for Internationalisation. In the case of student and staff exchange agreements, however, the APF should be sent to the Humanities International Office (see Chapter 4.6).

### 4.4 Stage 2 – Strategic Approval

Following approval by the Programme Board or Institute MT, the APF will be reviewed for Strategic Approval by the policy advisor for Internationalisation. Considerations here include alignment with the Faculty Strategic Plan and regional policy; international reputation of the proposed partner or

consortium; appropriate allocation of resources (both human and financial); compatibility of legal and quality assurance frameworks; the perceived level of risk etc. At this stage, the policy advisor can request advice from other relevant departments (such as Finance or Legal Affairs) or the Vice-Deans of Education.

#### 4.5 Stage 3 – Faculty Board Approval

Once the policy advisor has issued a positive advice, the proposal will be shared with the Faculty Board for formal approval. Only after completing Stage 3 may the proposal be submitted for European Union funding and/or can a legal agreement be signed.

Draft agreements are available in Chapter 7 (Appendices). Each academic partnership is a legally binding commitment for the Faculty and carries risk. The authority to sign an agreement at Faculty level therefore lies at senior management level (the Dean or Vice-Dean) unless mandated otherwise.<sup>3</sup>

#### 4.6 Student and Staff Exchange Agreements

Study abroad or exchange agreements are normally initiated through a study programme or staff member, or via the International Relations department (for university-wide exchanges). Most exchanges take place at bachelor level, and through Erasmus+.

Student exchanges are proposed to ensure that there are sufficiently high quality and appropriate institutions for students from the Faculty of Humanities to study at as part of their degree programme. Although important for offering students an international experience, not all exchange partners need to be of strategic importance for the Faculty. Therefore, approval of exchange agreements does not have to follow Stage 2 and 3, but can be handled directly by the Humanities International Office.

The process for approving student exchange agreements is as follows:

- a) Initial approval of student exchange agreements via the relevant Programme Board, after which the APF is shared with the Humanities International Office (see 4.3);
- b) The Humanities International Office will review the APF and is authorised to decide upon its formal approval. For proposals in which a question has arisen, the APF will be shared with the policy advisor for Internationalisation. Once formally approved, the exchange coordinator will prepare and sign the agreement;
- c) Renewals of student exchange agreements are delegated to the Humanities International Office where the reciprocal balance of incoming and outgoing students, quality of education and student experience, is deemed fit for purpose. For agreements in which a question has arisen, the renewal will be shared with the policy advisor for Internationalisation;
- d) The (renewed) agreement will be added to the Mobility Management Database.

The Humanities International Office also assists with staff exchange, which allows academic staff from the Faculty of Humanities to spend time teaching at a partner institution (and vice versa). Staff exchange is often set up in conjunction with student exchange. A teaching period can last a maximum of two months. This excludes travelling time. During the stay abroad, the teaching activity must comprise a minimum of 8 hours per week of actual teaching time. Staff members may be eligible to receive financial support for travel and subsistence offered through Erasmus+. Similar to student exchange agreements, the approval is to be handled directly by the Humanities International Office.

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<sup>3</sup> Academic partnerships that are set up as university-wide forms of cooperation are to be signed by the Executive Board. Additionally, in order to apply for certain funding opportunities within Erasmus+, the application must be signed by a member of the Executive Board, following formal approval by the Faculty Board.

## 5. Management, Delivery and Monitoring

### 5.1 Programme Monitoring and Student Feedback

During the partnership approval process, mechanisms for monitoring the partnership are outlined. For each partnership, a staff member of the Faculty of Humanities should be nominated to oversee the implementation of the agreement, with support from the Humanities International Office and/or policy advisor for Internationalisation.<sup>4</sup> The responsibilities can vary depending on the type of academic partnership, but may include:

- Ensuring that the teaching and assessment procedures are carried out as per respective institutional requirements;
- Assuring the academic standards and quality management of the programme are in line with institutional and external (national) requirements;
- The day-to-day management of students registered on the programme;
- Liaison with academic staff and support services at the Faculty of Humanities, and at the partner institution(s) as appropriate;
- Ensuring all information published and made available to students is accurate and up to date;
- Ensuring information on student performance in the programme while they are based at the partner institution is obtained and processed by the Faculty of Humanities as necessary for the purpose of awarding a degree;
- Ensuring the conditions and terms stated in the partnership agreement are adhered to within the Faculty of Humanities.

The operation of the partnership should feed into the Faculty's quality monitoring processes at the programme and faculty level. This includes making provisions for gaining student feedback on their learning experiences while studying at the partner institution. It is important to keep in mind that the Faculty of Humanities remains responsible for safeguarding the quality of educational activities that contribute towards a University degree, whether said activities are based at Leiden University or offered abroad.

A Faculty-wide evaluation format has been developed for study programmes with a standardised study abroad period (also see [Teaching Evaluation Framework](#)). The evaluation is conducted each year via EvaSys. The ICLON is responsible for administering the evaluation and discusses it in advance with the mandatory study abroad coordinator. The study programme is given the opportunity to add questions that are specific to that study programme.

The Programme Committee assesses the results of these evaluations. The results at the Faculty level are also sent to the Humanities International Office and the policy advisor for Internationalisation, so that they can monitor the general preparation and organisation of periods of study abroad, and make improvements where necessary.

The Board of Examiners must approve selected courses at the partner institution prior to the start of the (standardised) study abroad period in order to ensure they meet the required level and objectives of the study programme. Upon their return to Leiden University, students submit a transcript of their records to the Humanities International Office to transfer the credits obtained abroad. In the case of a standardised study abroad period, some study programmes have additional quality checks in place to ensure students have met the required level, such as a language test.

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<sup>4</sup> This excludes Erasmus+ inter-institutional agreements, which are managed entirely by HIO.

## 6. Review and Renewal or Termination

### 6.1 Review Process

Each partnership agreement must include an end date to the formal relationship and should include a timeline for the review of the partnership to determine if it should be renewed. When there is no timeline for review included in the agreement, it is recommended that reviews commence one year before the partnership is due to end for more complex arrangements, and a minimum of six months before the end for more straightforward partnerships.

A full review of the partnership and related activities must take place before the agreement can be renewed. In the case of standard student and staff exchange agreements, consideration of renewal is delegated to the Humanities International Office. In the case of other agreements, the staff member designated to oversee the implementation of the partnership is responsible for the review process. Considerations during the review process include:

- a) the purpose of the partnership and how successful it has been in achieving its goals;
- b) whether the quality and reputation of the partner continues to be appropriate;
- c) student interest and performance;
- d) the Faculty's ability to make future commitments to the partnership, bearing in mind the associated costs and risks;
- e) whether the partnership should be amended (e.g. expanded or scaled down).

### 6.2 Process of Renewal

If the outcome of the review process results in a request to continue the partnership, the responsible staff member must submit this request in writing to the policy advisor for Internationalisation. It is not necessary to submit a renewed APF. The policy advisor will review the provided information and—if deemed feasible—will prepare the renewal request for formal approval by the Faculty Board.

If formal approval is given, a new Agreement will be created, negotiated and signed. The time required will depend on the number and complexity of any amendments involved.

### 6.3 Ending a Partnership

A partnership may be terminated either during the period of the agreement, in accordance with the conditions, procedure and notice period defined in the agreement, or at the end of the agreement when it expires.

Reasons for termination of a partnership by the Faculty of Humanities include but are not limited to: a failure to recruit sufficient student numbers to make the partnership viable, financial matters, quality issues or government changes in the country of the partner institution.

Whatever the reasons for termination of an academic partnership, whether mutually agreed or by one partner or the other, all institutions have a duty of care to ensure students involved in the partnership are able to complete their studies and, where relevant, be awarded the associated credit.

## 7. Appendices

### a. Academic Partnership Form

This form is to be completed when setting up a new academic partnership. Advice and guidance is provided and can be sought from the policy advisor for Internationalisation for the completion of this form. Contact details can be found on the [Department website](#).

All relevant parts must be completed for the Strategy, Advice and Policy department or Humanities International Office (in the case of student and staff exchange) to assess the viability of the proposed partnership. General information on partnership processes is available in the *Handbook for Academic Partnerships*.

1. Faculty of Humanities - Leiden University Contact		
1.1	Name and role of the proposer of the new academic partnership	
1.2	Affiliated research institute/study programme	
1.3	Email address and telephone number of the proposer	
1.4	Is the proposer of the partnership willing to oversee the implementation of the agreement?	
1.5	Is the proposed partnership supported by the Programme Board and/or Management Team of the Institute?	
2. Proposed Partner		
2.1	Name and full address of the proposed partner institution(s)	
2.2	Name, role and contact details of key contact person at the proposed partner institution(s)	
2.3	Is the proposed partner institution a: <ul style="list-style-type: none"> <li>a) Privately funded higher education institution;</li> <li>b) Publicly funded higher education institution;</li> <li>c) Charity/non-profit institution;</li> <li>d) Publicly funded (government) organisation or agency;</li> <li>e) A private company;</li> <li>f) A foreign government agency;</li> <li>g) Other (please describe)?</li> </ul>	
2.4	<u>If the proposed partner is a higher education institution</u> , provide a description of the partner's academic reputation, referring to university rankings (e.g. THE, Shanghai, QS) and other relevant evidence.	
2.5	<u>If the proposed partner is a higher education institution</u> , is the institution accredited for awarding degrees at academic level?	
2.6	Is there an approval process for the programme, partnership and/or agreement at the partner institution? If so, please describe the process and	

	involvement of the Leiden University/Faculty of Humanities in it.	
2.7	Is the proposer aware of any other education collaborations between Leiden University/Faculty of Humanities and the partner institution?	
<b>3. Proposed Partnership and Rationale</b>		
3.1	Please provide: a) a detailed description of the type of partnership; and b) a rationale (the benefits to the Faculty of Humanities of the proposed partnership)	
3.2	Anticipated commencement date (noting 2-4 months lead time for the approval process at Faculty level. In the case of a joint programme, national accreditation and 'macrodoelmatigheid' may take up to 18 months)	
3.3	State how the proposed collaboration fits with the <a href="#">strategic objectives</a> of the Faculty of Humanities.	
3.4	How does the proposed partner fit with Leiden University's regional policy (China, Indonesia, Latin-America, Africa)?	
3.5	What evidence is there of student and/or staff demand for the proposed partnership at the Faculty of Humanities and the partner institution (i.e. demand in both directions)?	
<b>4. Proposed partnership activities</b>		
<b>Questions 4.1 – 4.10 only apply to dual/double/joint degree programmes.</b>		
4.1	What is the standard programme duration for the relevant programmes at each institution?	
4.2	What is the proposed duration of the dual/double/joint degree?	
4.3	Outline the programme structure indicating when students are at each partner institution.	
4.4	What are the expected student numbers?	
4.5	Which institution will be the administrative lead?	
4.6	<u>In case of a joint degree</u> , what is the proposed qualification (Master of Arts, Master of Science)?	
4.7	<u>In case of a joint degree</u> : a) Which institution will the student pay tuition fees to? b) How will the tuition fee rates be agreed between the Faculty of Humanities and the partner institution? c) What is the intended tuition fee rate for the first cohort?	
4.8	Are there any other financial arrangements relating to students as part of the partnership (scholarships, bursaries etc.)?	

4.9	Are there additional costs to tuition fees that the students are expected to cover to participate in the programme (e.g. travel costs)?	
4.10	Provide a short description of the quality assurance system of the proposed partner(s), especially in relation to accreditation.	
<b>Questions 4.11 – 4.18 only apply to student exchange.</b>		
4.11	What is the proposed exchange arrangement, i.e. number of students to exchange per year, one semester-only, a full-year exchange, or a mix?	
4.13	At which level will students be exchanged? (undergraduate and/or graduate)	
4.14	Who are the current exchange partners of the proposed partner and does the Faculty of Humanities identify itself with them (similar academic standing, course offerings)?	
4.15	Are the academic calendars of Leiden University and the proposed partner compatible?	
4.16	<u>Outbound students from Leiden University</u> <ol style="list-style-type: none"> <li>a) What are the academic requirements for outbound students (e.g. language proficiency, course load)?</li> <li>b) Why would our students choose this partner?</li> <li>c) Does the proposed partner have an international office to support our students?</li> <li>d) Which school/department/faculty will accept our students?</li> <li>e) Are our exchange students allowed to take courses outside this school/department/faculty?</li> <li>f) Does the proposed partner offer a wide variety of courses in English (or a relevant foreign language)?</li> <li>g) Do the course offerings at the proposed partner fit with the LU Humanities study programmes, both in level and content?</li> <li>h) Is the region/location interesting for LU students, in addition to existing partnerships?</li> </ol>	
4.17	<u>Incoming students from partner institution</u> <ol style="list-style-type: none"> <li>a) What are the academic requirements for incoming students (e.g. language requirements, course load)?</li> <li>b) Which programmes at our Faculty are willing to receive incoming students from this potential partner?</li> <li>c) Do these programmes offer sufficient English-taught courses (up to 30EC)?</li> <li>d) Which English-taught courses are open to incoming exchange students?</li> </ol>	
4.18	Will this partnership incur a cost to the Faculty of Humanities? If so, please explain.	

b. Draft Memorandum of Understanding

**MEMORANDUM OF UNDERSTANDING**

between

<Name university>

and

**The Faculty of Humanities  
Leiden University, The Netherlands**

**1. Preamble**

In accordance with their mutual desire to initiate cooperation and explore the potential for collaboration in the areas set out below, <Name university> and The Faculty of Humanities, Leiden University (LU) have signed the following Memorandum of Understanding (henceforth "Memorandum").

**2. Areas for potential collaboration**

Based on the principles of mutual benefit, both institutions intend to explore opportunities for:

- (a) The reciprocal exchange of students;
- (b) The reciprocal exchange of research and teaching staff, and of other staff members;
- (c) Research collaboration on fields with mutual interests between research staff of both institutions;
- (d) The organisation of joint academic and scientific activities, such as courses, conferences, seminars, symposia or lectures;
- (e) The exchange and sharing of teaching and academic materials, publications, reference and other pertinent information;

**3. Implementation of this Memorandum**

Both institutions agree that specific projects and activities shall be developed for implementation of this Memorandum based on discussions and negotiations between the two institutions. Agreements or contracts to carry out these projects and activities shall be signed separately to this Memorandum.

Both institutions agree that all financial arrangements shall be determined on the basis of specific projects and activities and will depend on the availability of funds.

**4. Intellectual property rights**

Both institutions acknowledge the principle that knowledge generated in the course of academic research should remain available for future research and teaching, and, if possible, should be used for public advancement. Therefore, both institutions agree on the following generally accepted academic principles:

- (a) Publishable results should be expediently published by the institution where they are primarily generated;
- (b) The availability of the results for future research and teaching should be assured; and

- (c) If results are made available for commercial exploitation, the institution should ensure that:
- such results are applied as broadly as possible;
  - access is granted under fair and non-discriminatory conditions;
  - and benefits of its application shall be shared with the institution(s) that generated the results;

**5. Data protection**

The institutions will comply with all applicable local and national laws and regulations with respect to activity under this Agreement, including law related to anti-bribery, economic sanctions, export control, anti-boycott, privacy and data protection, higher education, and accreditation standards or procedures.

The institutions will comply with EU General Data Protection Regulation applicable since 25 May 2018 and other applicable legislation and regulations concerning the processing of Personal Information. Parties will determine in good faith how they will apply these laws and the data processing principles cooperating within <Partner Institution> and Leiden University.

**6. Duration, amendment and termination**

This Memorandum shall become effective from the start of the academic year <2023/2024> and shall be valid through the academic year <2028/2029>. The Memorandum may be renewed by mutual written consent at least six (6) months prior to the expiration date.

Proposals to amend this Memorandum may be made by either institution at any time. Amendments only take effect when mutual written consent exists.

This Memorandum may be terminated by either institution at any time provided that the terminating institution gives written notice of its intention at least six (6) months prior to the termination date and that no activities already in progress are unduly affected by such termination.

Signed on behalf of  
<Name university>.....

<Name>.....

date: .....

<Title>.....

Signed on behalf of the Faculty of  
Humanities, Leiden University

<Name>.....

date: .....

<Title>.....

- c. Draft student exchange agreement (not Erasmus+)

## **STUDENT EXCHANGE AGREEMENT between**

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**and  
The Faculty of Humanities  
Leiden University, The Netherlands**

To strengthen the cooperation between the \_\_\_\_\_ and The Faculty of Humanities, Leiden University (LU), the two universities agree to implement the following reciprocal student exchange programme under the general provisions of the Memorandum of Understanding signed by both institutions on \_\_\_\_\_ [date of last signature on MoU].

### **1. Definitions**

For the purposes of this agreement, "home" university shall mean the institution at which the student intends to graduate, and "host" university shall mean the institution which has agreed to accept the student from the home university.

Semester or academic year shall normally refer to the period relevant to the host institution.

### **2. Student Exchanges**

#### **2.1 Number**

Each university is prepared to send students and receive the equivalent number in exchange annually. Normally, the exchange will involve a maximum of **two (2) students** for one academic year from each university, or **four (4) students** for one semester from each university.

#### **2.2 Balance**

While balance in the number of exchanges is the goal, the universities recognise that this may not be achievable in each year of the exchange. Reasonable efforts will be made to achieve parity over a period of three academic years.

#### **2.3 Selection and Acceptance of Exchange Students**

Selection of candidates shall be made by the home university. It is understood that both universities will strive to select only individuals of the highest quality for participation in the programme. Candidates should, in principle, have a GPA equivalent to at least 3.2 out of 4.0.

Exchange candidates shall be **bachelor or master students**. Bachelor students must complete their first two years of study at the home university by the start date of the exchange period.

Proof of adequate language skills must be provided by candidate students. Candidates can do so according to the specifications outlined by each institution on their respective websites.

Selected students shall then be nominated and apply for an exchange in accordance with the published procedures of the host university.

The host university has the right to make the final decision on accepting students to the exchange programme and to individual courses.

#### **2.4 Rights and Obligations**

Exchange students will be registered at the host university as full-time non-degree students.

Exchange students will be subject to the relevant rules and procedures of the host university.

Each exchange student will be provided with the same academic resources and support services that are provided at the host university to others of the same academic level.

Exchange students will receive reasonable assistance from the host university in locating suitable accommodation.

Exchange students must comply with national requirements regarding visas and residence permits. The host university will support students to follow the appropriate procedures.

Each exchange student is responsible for arranging for a suitable insurance plan, which must include sufficient medical coverage. <Partner Institution> students in Leiden must also have adequate coverage for liability.

#### **2.5 Academic Record and Credit Transfer**

The host university will undertake to provide transcripts of each student's academic performance during the exchange period. These shall be sent directly to the home university as soon as practicable. Any academic credit earned at the host university will be transferred back to the home university in accordance with procedures determined by the latter.

#### **2.6 Costs**

Students will pay their regular tuition and fees to the home university. No further tuition costs will be charged by the host university for regular academic courses.

Exchange students are responsible for all other costs associated with the exchange period, including those of visas, residence permits, insurance and Orientation activities.

### **3. Data Protection**

The institutions will comply with all applicable local and national laws and regulations with respect to activity under this Agreement, including law related to anti-bribery, economic sanctions, export control, anti-boycott, privacy and data protection, higher education, and accreditation standards or procedures.

In effect since 25 May 2018 and updated 4 June 2021, the institutions will comply with the [EU Standard Contract Clauses<sup>5</sup>](#) (data transfer controller to controller, module I and Annex I, with exemption of clause 7 & 9 in module I) and other applicable legislation and regulations concerning the processing of Personal Information. Parties will determine in good faith how they will apply these

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<sup>5</sup> [Standard Contractual Clauses \(SCC\) | European Commission \(europa.eu\)](https://ec.europa.eu/info/law/law-topic/data-protection/international-dimension-data-protection/standard-contractual-clauses-scc_en): [https://ec.europa.eu/info/law/law-topic/data-protection/international-dimension-data-protection/standard-contractual-clauses-scc\\_en](https://ec.europa.eu/info/law/law-topic/data-protection/international-dimension-data-protection/standard-contractual-clauses-scc_en)

laws and the data processing principles cooperating within <Partner Institution> and Leiden University.

**4. Duration and Termination**

**4.1 Duration**

This Agreement shall become effective from the start of the academic year 2023-2024 and shall be valid through the academic year 2028-2029.

**4.2 Renewal**

The Agreement may be renewed by mutual written consent at least six (6) months prior to the expiration date.

**4.3 Modification**

This Agreement may be amended or modified at any time with the mutual written consent of both universities.

**4.4 Termination**

This Agreement may be terminated by either university at any time, provided that the terminating university gives written notice of its intention at least six (6) months prior to the termination date and that no activities already in progress are unduly affected by such termination. In particular, the termination of this Agreement shall allow for any participating students who have commenced at either university before or at the date of the termination to complete their approved course of study.

The expiration or termination of the Memorandum of Understanding which this Student Exchange Agreement implements, signed by <Partner Institution> and LU on \_\_\_\_\_ [date of last signature on MoU], will automatically result in the termination of this Agreement.

**4.5 Dispute Settlement**

Should any dispute arise between the Parties in connection to any aspect of this Agreement, the Parties shall use their best efforts to resolve the dispute amicably through negotiation between the Parties. If, in spite of their best efforts, the Parties are not able to resolve the dispute within sixty (60) days, or as otherwise mutually agreed in writing, the Agreement will be terminated, provided that Exchange Participants who are presently enrolled and attending courses at the host institution will be allowed to continue their studies at the host institution until he/she has completed his/her exchange period in accordance with the Agreement.

Signed on behalf of the  
<Partner Institution>

Signed on behalf of the Faculty of Humanities,  
Leiden University

<Name>  
<Title>

<Name>  
<Title>

Date: .....  
Signature:.....

Date: .....  
Signature:.....